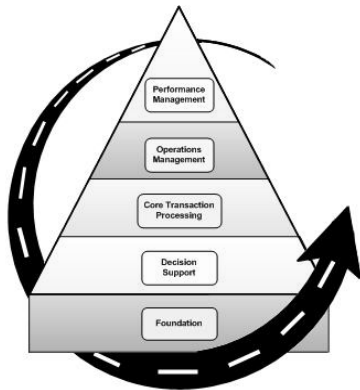# Office of Financial Management

Enterprise Data Definitions and
Chart of Accounts Project

QUALITY ASSURANCE

Periodic Report
March 1 through April 30, 2008

Washington State *Roadmap*

S T E R L I N G
A S S O C I A T E S, L L P

Quality Assurance Findings—*What is...*

- ◆ **Environment**
    - ▪ The Office of Financial Management's Enterprise Data Definitions and Chart of Accounts (EDD/COA) project is one of several positioning activities that have been undertaken since the completion of the *Roadmap Core Financial Systems Feasibility Study* to help reduce risk and increase the usefulness of any future financial and administrative solutions the state may pursue. The project is charged with addressing the need to establish data definitions at an enterprise level and assess the ability of the state to utilize the current chart of accounts to meet its ever evolving business needs.
    - ▪ The EDD/COA project is working closely with stakeholders to address two of its specific objectives:
        - – Identifying core information, accountability and management needs not being met or captured by the current chart of accounts.
        - – Identifying common definitions for current and proposed core enterprise data elements.
    - ▪ The EDD/COA project has engaged stakeholders in the identification and analysis process from many agencies and organizations. The project has utilized work done regarding core business processes during the Feasibility Study and other relevant assessments. Stakeholders are participating in project sponsored activities in record numbers.

Quality Assurance Findings—*What is...*

- ◆ **Expectations**
  - ▪ Despite the efforts by the EDD/COA project to clarify responsibilities between the EDD/COA project and the *Roadmap Program,* stakeholders confuse the two efforts. The EDD/COA project is continually confronted with questions and concerns that relate to the *Roadmap Program.* The time and effort spent explaining the difference between the two efforts distracts from the work of the project and expends limited projected resources on unplanned activities.

  - ▪ The EDD/COA project has conducted three of the five focus groups, to address unmet enterprise information needs on the following business cycles within:
    - – Procure to Pay,
    - – Human Resources, and
    - – Asset Management.

  - ▪ The focus group participants have been confirming the business needs documented and adding any additional business needs that were not already captured. The focus group that met to confirm the Human Resources business needs was adamant about adding unmet needs related to the HRMS system. Because the HRMS business project was responsible for addressing these needs, they had not been considered in scope for the EDD/COA project. Similarly, unmet needs related to benefits administration were not considered in scope of the EDD/COA project because they were being addressed within the BAIAS project. Recent reductions in the level of funding provided for both of these projects added to the concern by the participants about how unmet needs would be addressed. To respond to the serious concerns expressed by the focus group participants, the project manager has already reported the concerns to the Roadmap Program Office and the Executive Sponsors and will note the concerns in their project reports.

  - ▪ Participants of the focus groups have been adamant about the need to prioritize efforts at the enterprise level in order to avoid over-commitment of the resources available to support these efforts. While individual business cases can probably be made for many of the unmet business needs, the agencies expressed serious concerns about starting any major new initiative without address the remaining HRMS business needs.

Quality Assurance Findings—*What is...* (continued)

- ◆ **Approach**

  - ▪ After coordination with the Roadmap Program, membership in the Roadmap Advisory Committee has been expanded to other agencies that were not previously represented. This group provides a forum for communications about the EDD/COA project to a broader group of agencies impacted by the actions of the project.

- ◆ **Schedule**

  - ▪ The project continues to progress according to schedule. Project resources diverted to support the Roadmap Program are expending extra effort to stay on schedule since there is no contingency time built into the schedule.

- ◆ **Resources**

  - ▪ The EDD/COA project has now filled all of the positions planned for the project. Some of the new staff are making valuable contributions to the project based on their experiences in other organizations and agencies.

- ◆ **Controls**

  - ▪ Reliable controls are in place to manage and monitor the project's work and manage risks. The tools undergo regular revision and updating to reflect progress being made and changes in expectations or assumptions. Managing with these tools is effective and reasonable for a project of this size and complexity.

Quality Assurance Findings—*What is...* (continued)

- **Credibility and Integrity**

  - The EDD/COA project is unable to establish its own identity separate from the HRMS Project and the *Roadmap Program.* At each of the major events conducted by the project during this reporting period, questions abound about the direction of the *Roadmap Program,* the additional functionality needed within HRMS, and the perceived lack of consistency in prioritizing the financial and administrative investments within the state.

  - The project team was continually questioned about when a decision will be made about the direction for and the perceived lack of leadership on the *Roadmap Program.* Stakeholders from agencies that have participated for many years in other enterprise projects express their growing frustration and skepticism that there is the courage or the will to establish and apply enterprise standards related to financial or administrative activities.

  - It appears that the EDD/COA project will have great difficulty trying to overcome the confusion between itself and the *Roadmap Program.* This will continue to reduce the credibility of the project and divert resources to unplanned activities related to the *Roadmap Program*.

- **Commitment**

  - Commitment by the EDD/COA project sponsors remains high. Because one of the project sponsors is also the Roadmap Program Director, concerns and questions about either one of these are frequently mixed together. Stakeholders who are confused or disappointed by the responses they receive question the commitment to the project by the sponsors. This presents a challenge for the sponsors who are trying to exhibit their commitment to the project.

Appendix A - Summary of Recommendations

<table>
<tr><td colspan="6" align="center">Quality Assurance Recommendations</td></tr>
<tr>
<td colspan="2" align="center">Recommendations</td>
<td>Jan 2008</td>
<td>Feb 2008</td>
<td>April 2008</td>
<td align="center">Status / Comments</td>
</tr>
<tr>
<td>1</td>
<td>In coordination with the Roadmap Program Office, revise the membership of the Roadmap Advisory Committee to extend membership to other organizations who could be impacted by EDD/COA.</td>
<td>☆</td>
<td>➤</td>
<td>✓</td>
<td>Completed. Invitations to join in the Advisory Committee have been extended to individuals from other organizations.</td>
</tr>
<tr>
<td colspan="6">☆   Recommendation made ✓ Recommendation implemented ➤ In progress ✗ Recommendation not yet implemented</td>
</tr>
</table>